



Beyond Success

Insights Into Leadership

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Topics

- ★ Change
- ★ Competitive Advantage
- ★ Leadership
- ★ Purpose

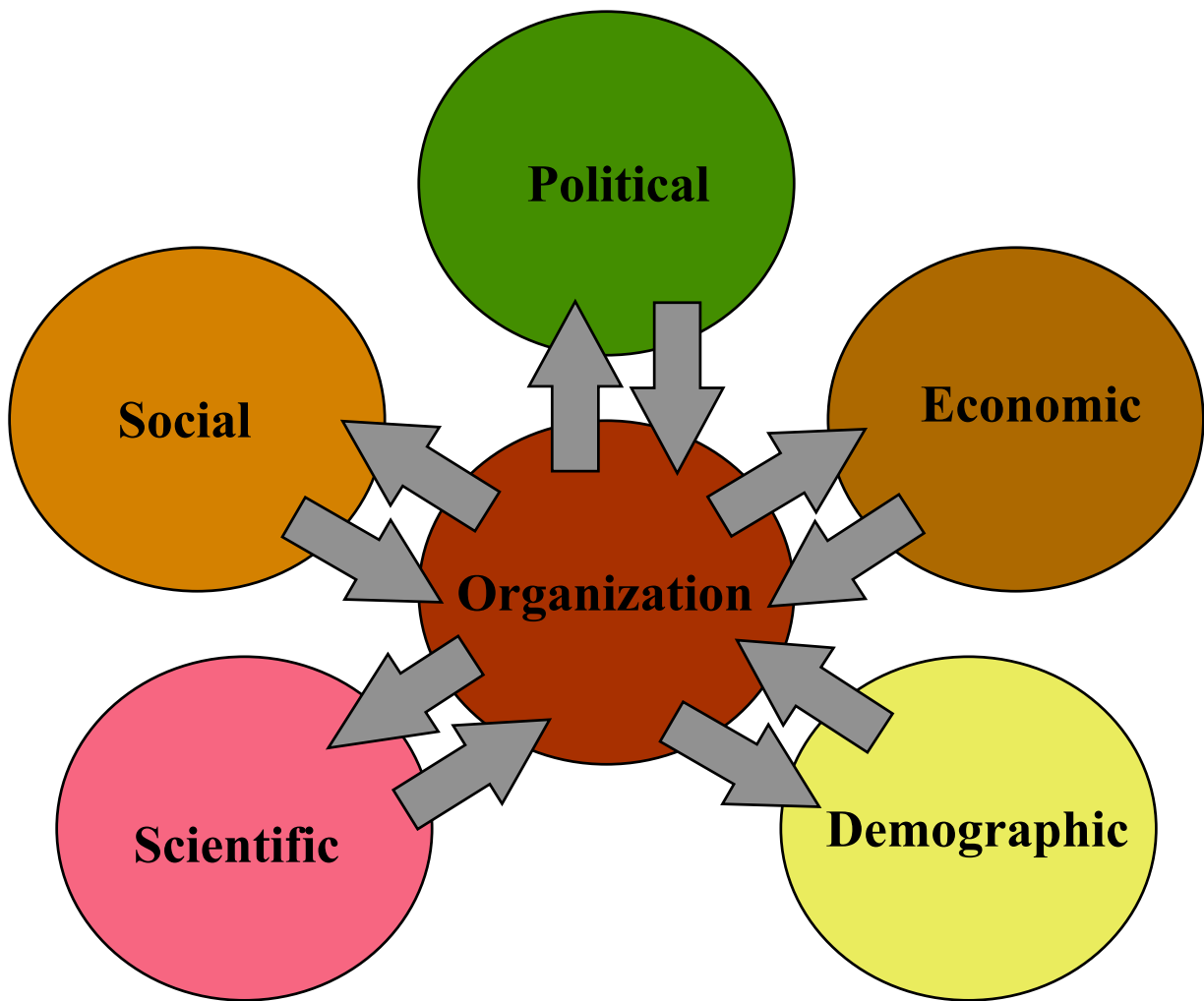
Change Is a Constant



I love ... improvement

Organizations at a Crossroads

Driving Forces for Change



Social Driving Forces

- ★ The Gap Between Education and Preparedness for Today's Work and Life
- ★ The Use and Abuse of Drugs
- ★ What Constitutes a Family?
- ★ Redefinition of Roles: Women & Men
- ★ The Emergence of Alternative Means of Dealing With Life Issues

I'm OK, You're Not OK

★ 75% Said That They Are Living Up To Their Commitments

★ 80% Said That They Are Able To Meet Their Workplace Commitments

★ But, 90% Said That Others Are Not

★ But, 35% Said That Their Co-workers Are Not

Source: Austin American Statesman, 11/21/94

Political Driving Forces

- ★ War & Peace
- ★ Tribalism & Globalism
- ★ Nationalism & Regionalism
- ★ Right & Left
- ★ One Person & One Vote
- ★ Checks & Balances
- ★ Economic States & Governance

Economic Driving Forces

- ★ The Deficit & Inflation
- ★ Trading Alliances
- ★ The Emergence of the New Economies
- ★ Redefining Capital
- ★ The New Business Economy
 - The Electronic Cottage
 - The Growth of Small Businesses
 - Downsizing & Mergers/Acquisitions

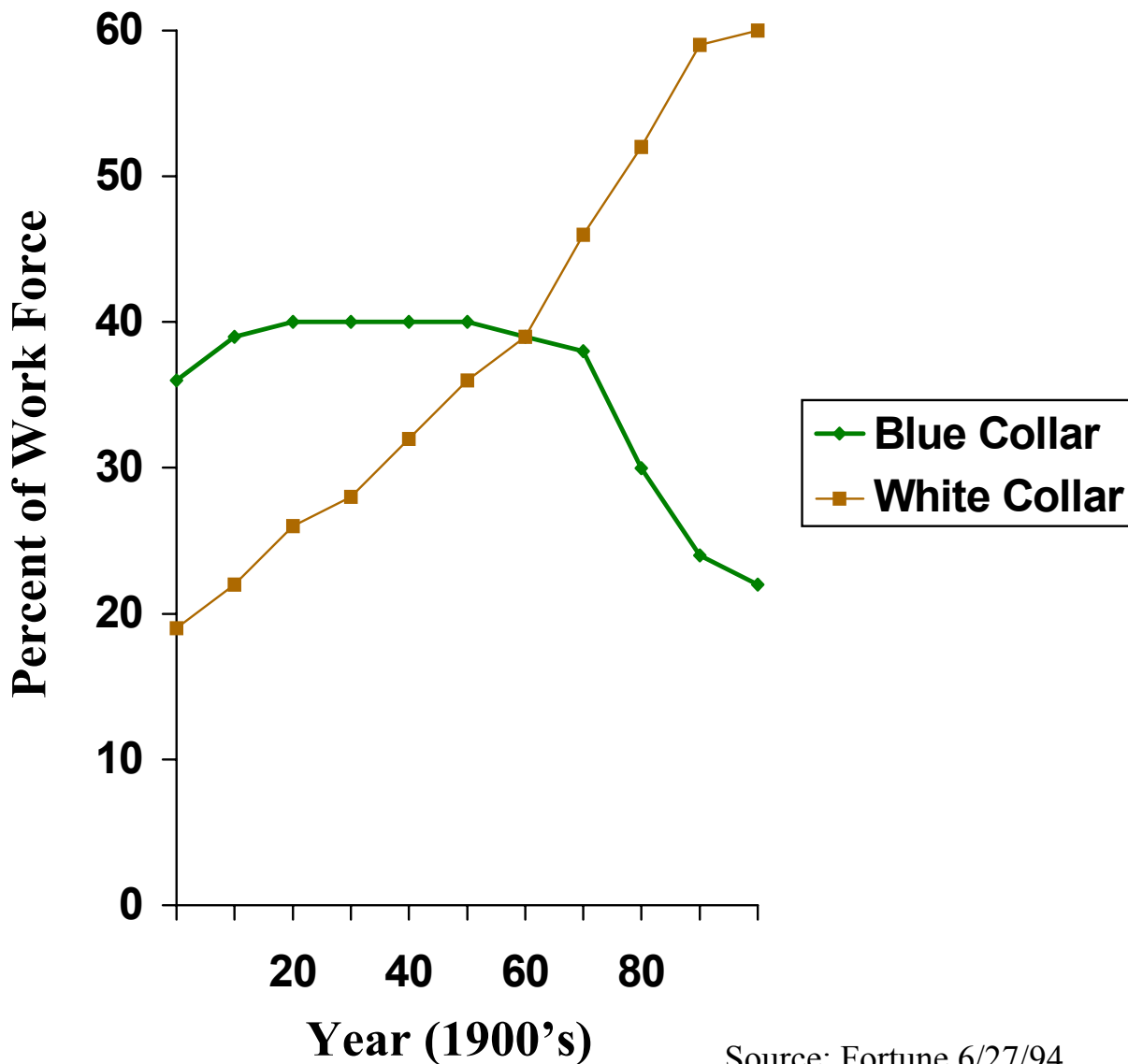
Scientific Driving Forces

- ★ Reduction in Defense Related Research
- ★ Reduction in R&D
- ★ Dual Use Technology & Technology Transfer
- ★ Diffusion of Scientific Concepts Into Society
 - Quantum Theory
 - Systems Theory
 - Chaos Theory
 - Ecology

Demographic Driving Forces

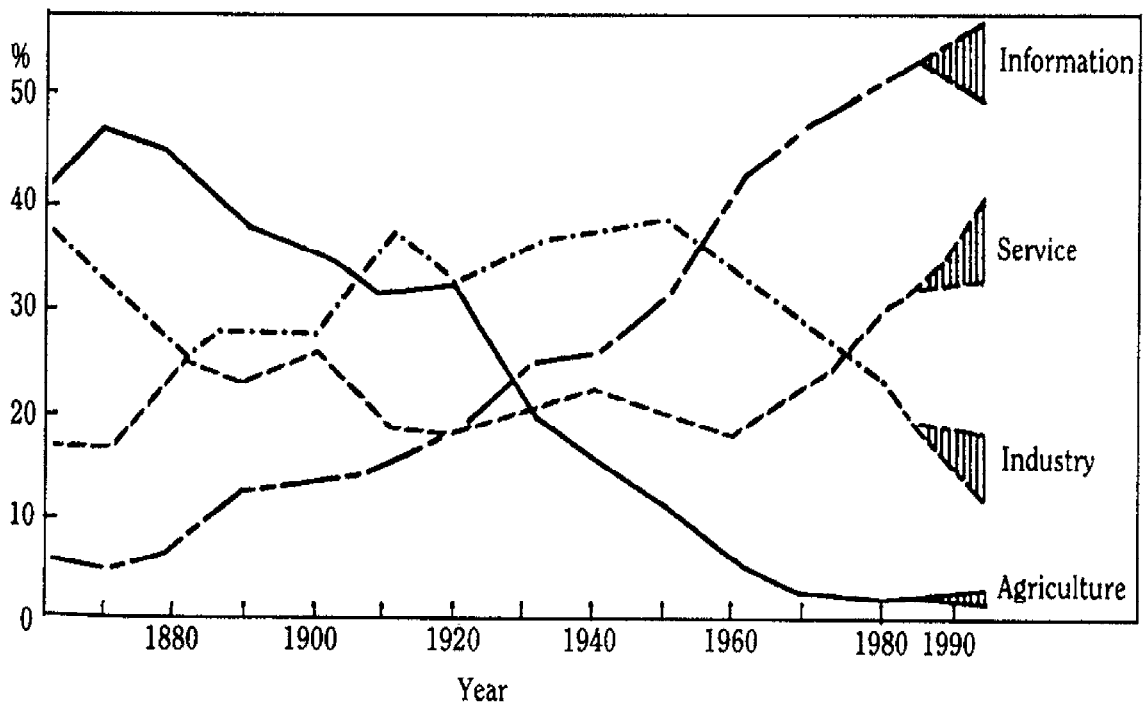
- ★ Immigration
- ★ Diversity
- ★ The Graying of America
- ★ The New Geography
- ★ Our Neighbors

A New World of Work



Source: Fortune 6/27/94

US Work Force Distribution



Source: Future Forces

Workers and the Workforce

Past

Present

Future

**1900's - 85% of
workers in
agriculture**

3%

**1950's - 73% of
workers in
production**

15%

**44% in
information work**

**67% in
service sector**

12-16%

**1960's - 50% of
all workers
in industrialized
countries
in production,
Robots introduced**

**Companies spend more on
computing & communication
equipment than industrial, mining,
farm and construction combined**

**1980 - 20,000,000
contingent
workforce**

45,000,000

**<50% of work in
conventional, full time
jobs**

Information and Computers

Past

More information produced in the last 50 years than the previous 5,000

1944 - ENIAC

**Space - 18 wheel trailer
Weight - 17 cars
Power - 140,000 watts
MIPS - .005
Price**

1982 - 32,000 robots in US

Present (1994)

Weekday edition of New York Times contains more information than average person in 17th century England had

Intel 486

**Size of a dime
Less than a packet of sugar
2 watts
54
8,000 times less expensive than it was 30 years ago**

20,000,000

Future

Information supply doubles every 5 years

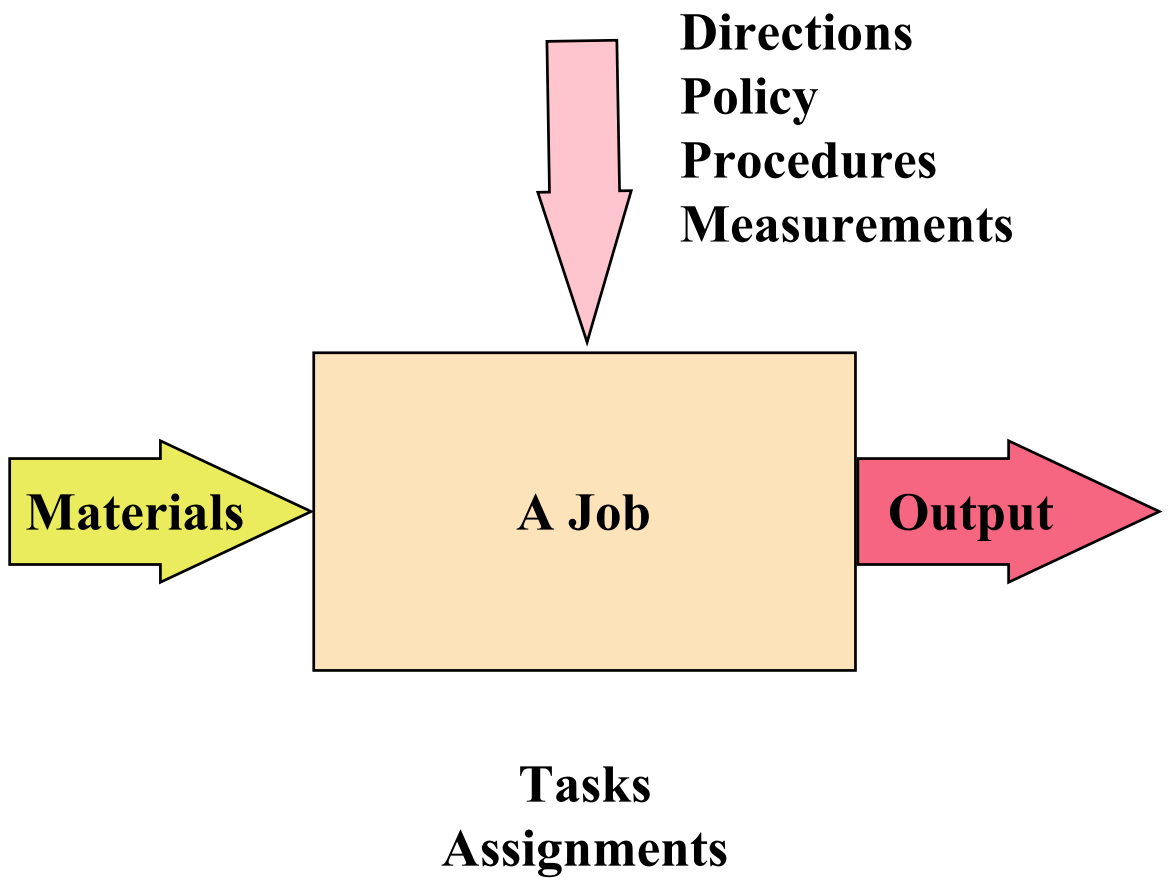
The sum total of all human knowledge amassed throughout history is only one percent of the information that will be available to us by 2050

**Number of components on a chip doubles every 18 months
Power decreases 30% per year
MIPS is doubling every 18 months**

Shifting Perspectives of Work

- ★ Where Has All the Order Gone?
- ★ People Will Not Be Paid to Watch Other People Work
- ★ Workers Who Only Do a Good Job Will Be Expendable
- ★ The End of Regular Hours, Strictly Prescribed Duties, and Consistent Location
- ★ The End of the “Golden Handcuff” Social Contract
- ★ The End of the Career Ladder

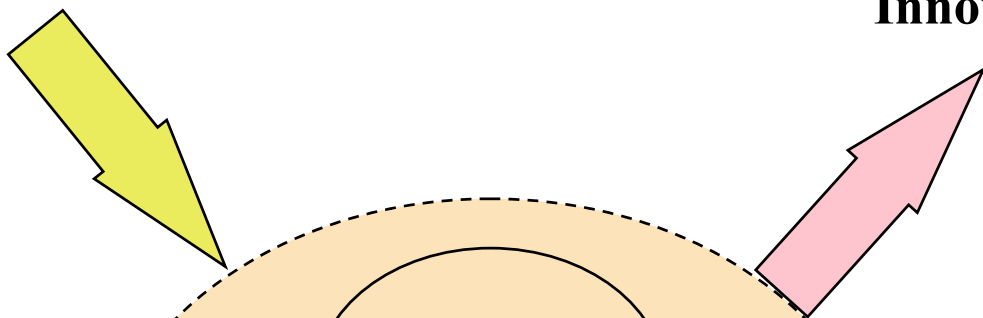
Job



Work

Materials

Innovation



Converse

Acquire

Apply

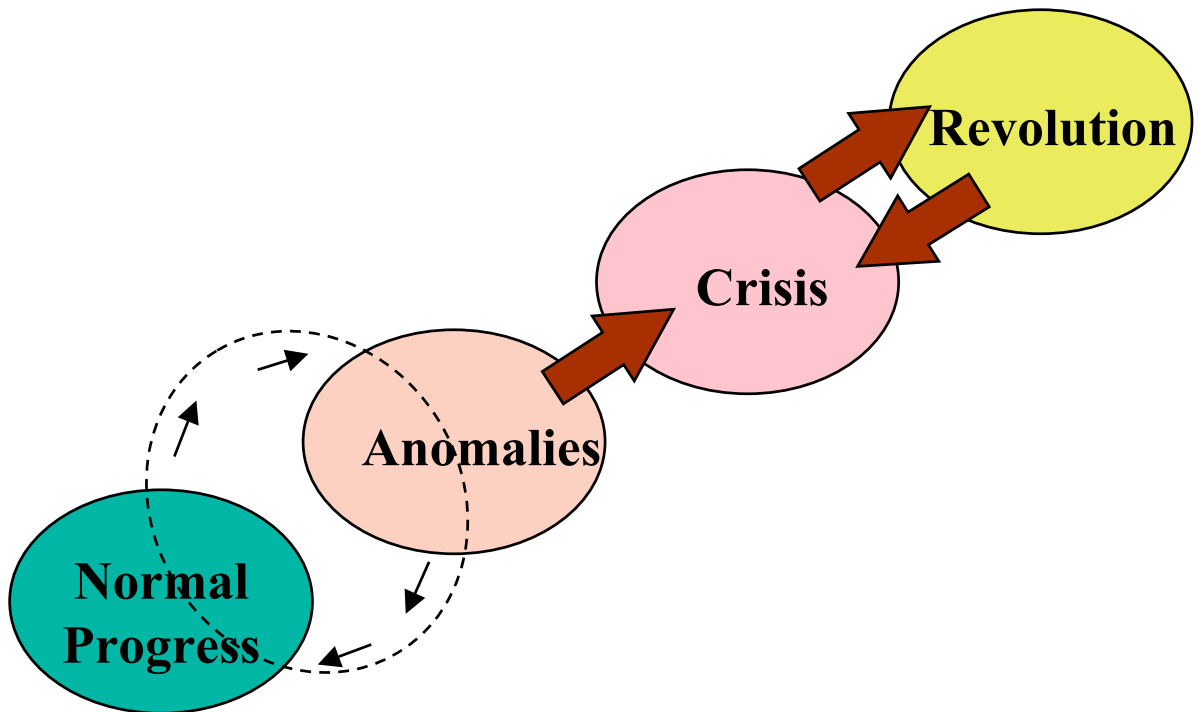
**Vision
Mission
Goals**

**Purpose
Knowledge
Skills
Abilities**

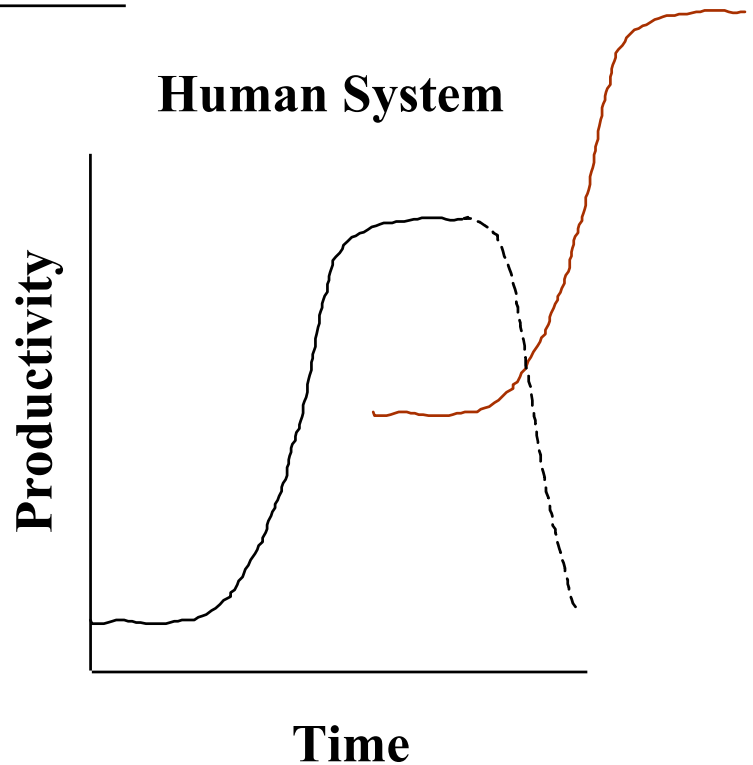
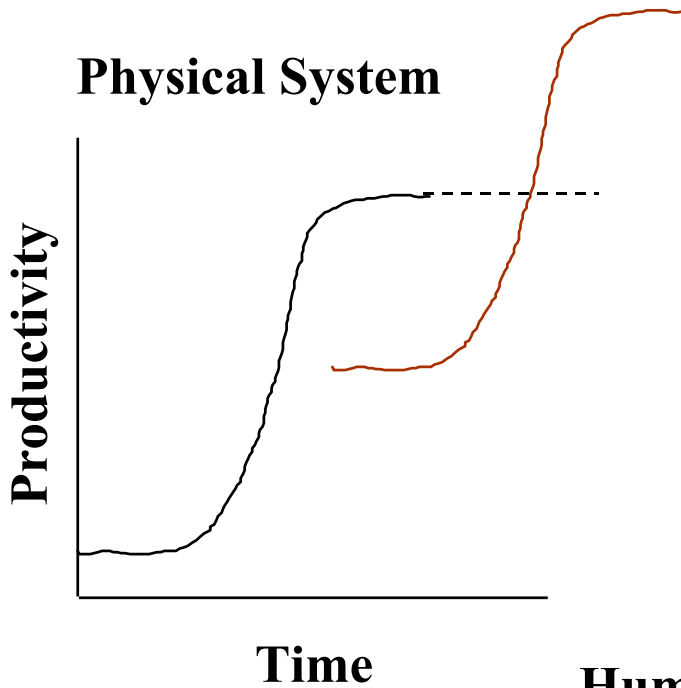
Working Today

- ★ Flexibility
- ★ Responsibility
- ★ Interconnectedness
- ★ Responsiveness
- ★ Lifelong Learning
- ★ Expanding Capabilities
- ★ Unfolding Purpose

Paradigm Progress



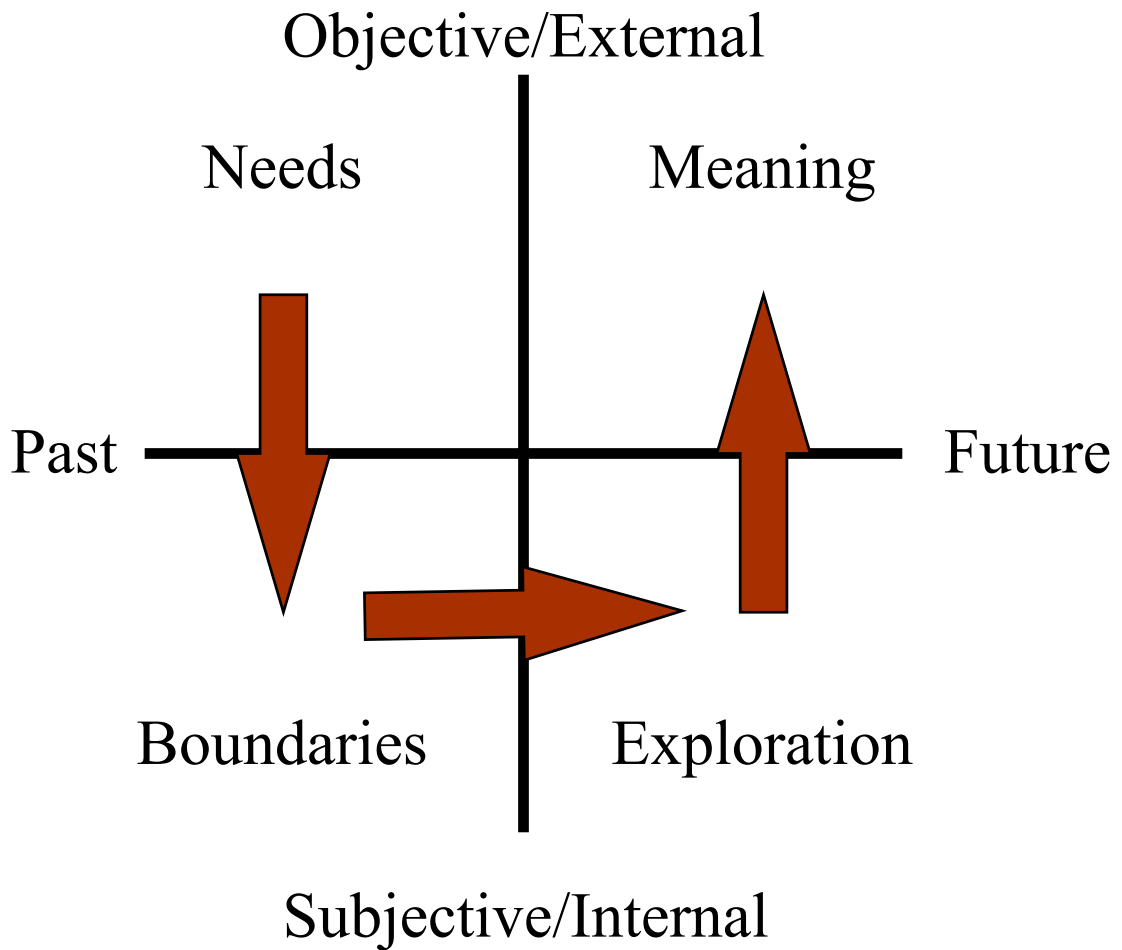
The S Curve



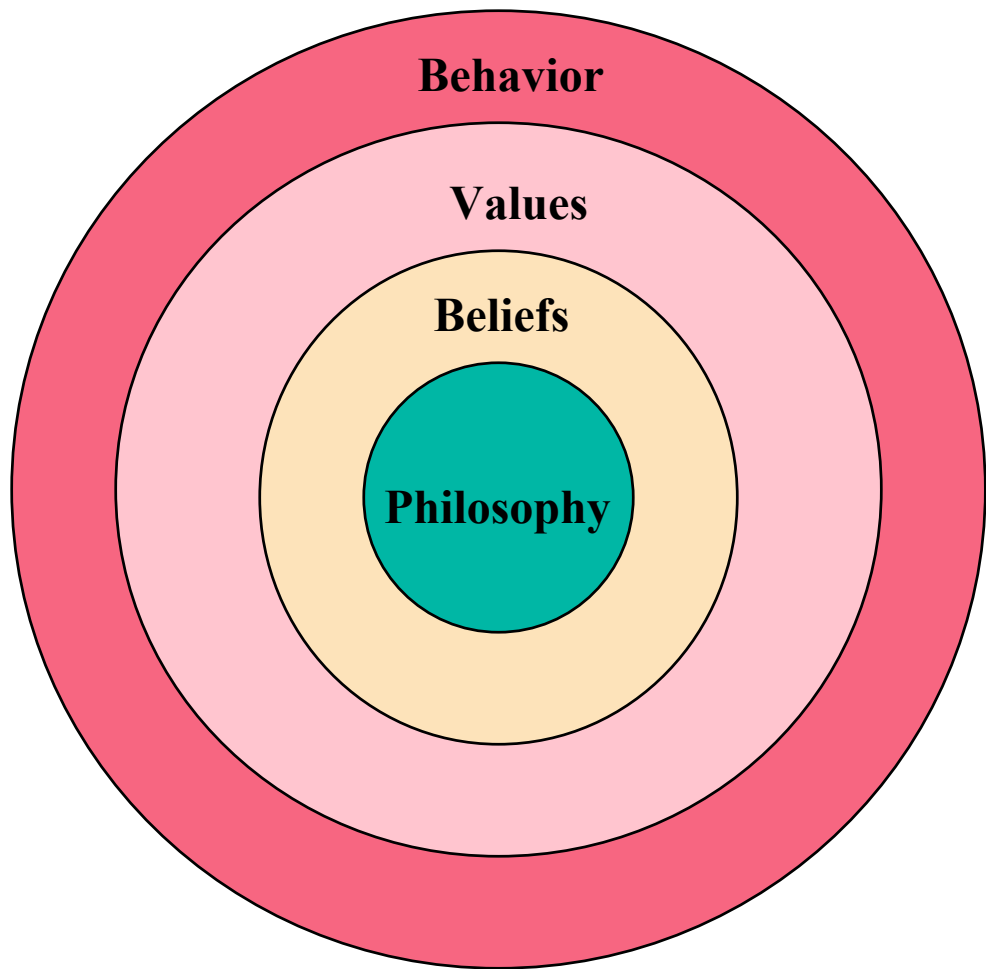
Present Models of Change

- ★ The Challenge
- ★ Reorganization and Restructuring
- ★ Mergers and Acquisitions
- ★ Intrapreneurship
- ★ Quality
- ★ Flex Teams
- ★ Down Sizing , Right Sizing and Reshaping
- ★ Re-engineering
- ★ Re-inventing
- ★ Principle Centered Leadership
- ★ The Learning Organization

Organizational Change Model



Values and Culture



Values in Organizations

- ★ People Know How To Behave
- ★ People Feel Better About What They Do
- ★ Better Decisions Are Made
- ★ Organizations With a Few Key Market Driven Values, Well Developed, Are More Likely To Be Successful
- ★ Organizations That Can Change Values Will Thrive

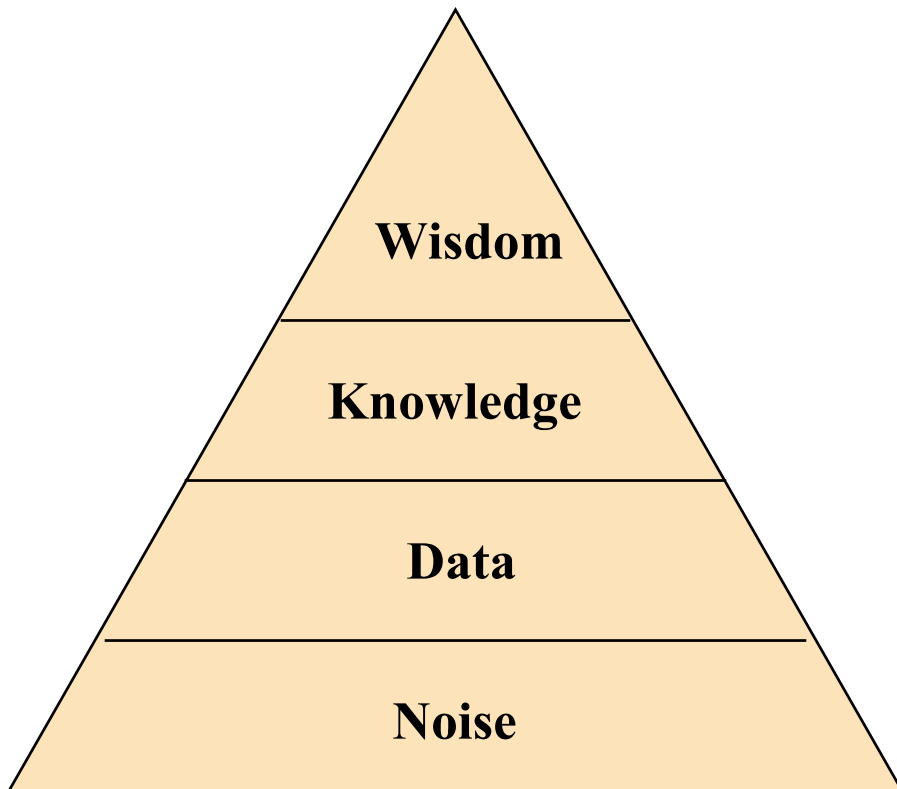
Tools for Shaping Values

- ★ Walk the Talk
- ★ Talk the Walk
- ★ Recognize the Heroes and Heroines
- ★ Elevate the Purpose
- ★ Reinforce the Purpose with Practices, Customs, Story Telling and Myth Building

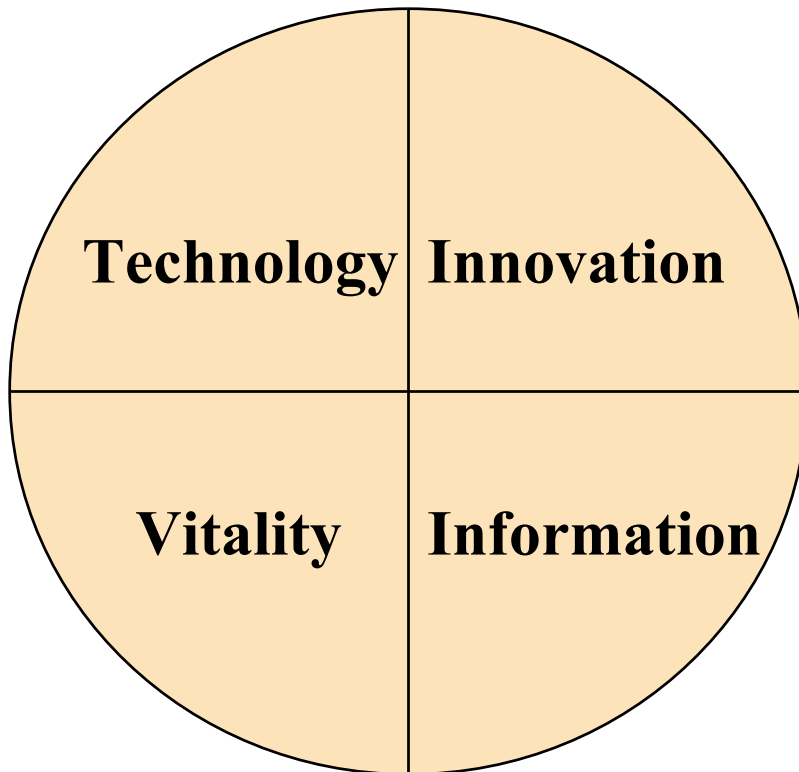
Recreating Teams and Organizations

- ★ Holographic or Mosaic
- ★ Integrative or Segmental
- ★ External or Internal
- ★ Gentle or Violent
- ★ Organic or Mechanical
- ★ Participative or Directive
- ★ Interdependent or Independent

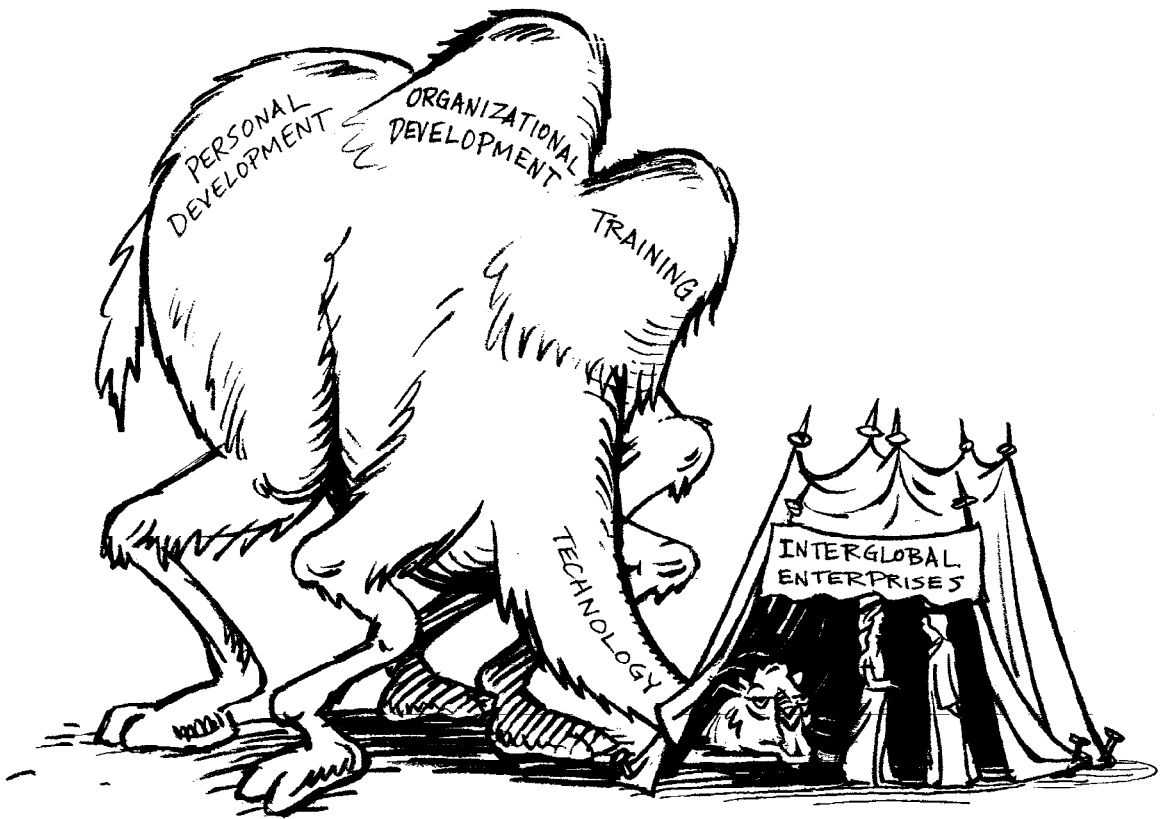
Information



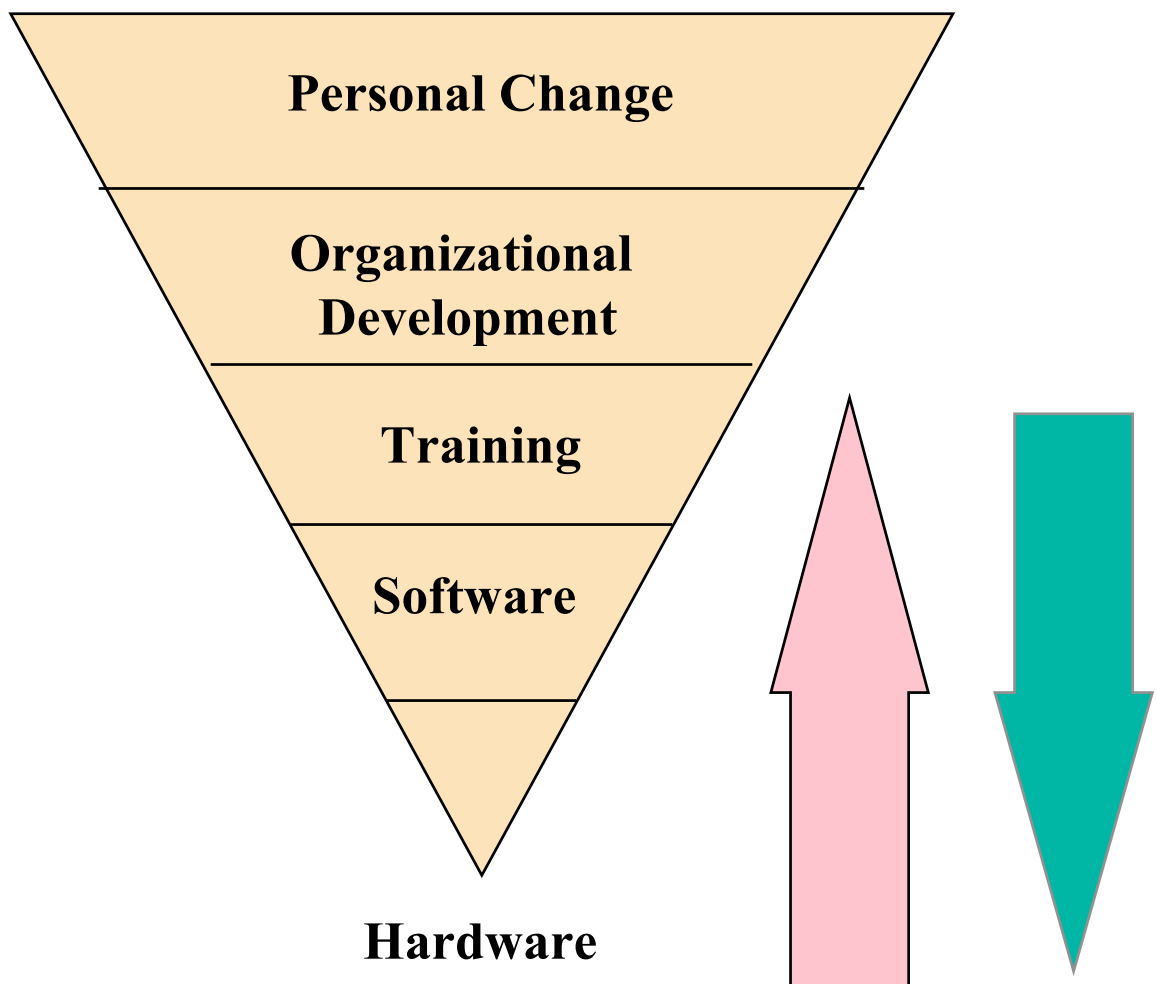
Competitive Advantage



The Real Costs of Information Technology



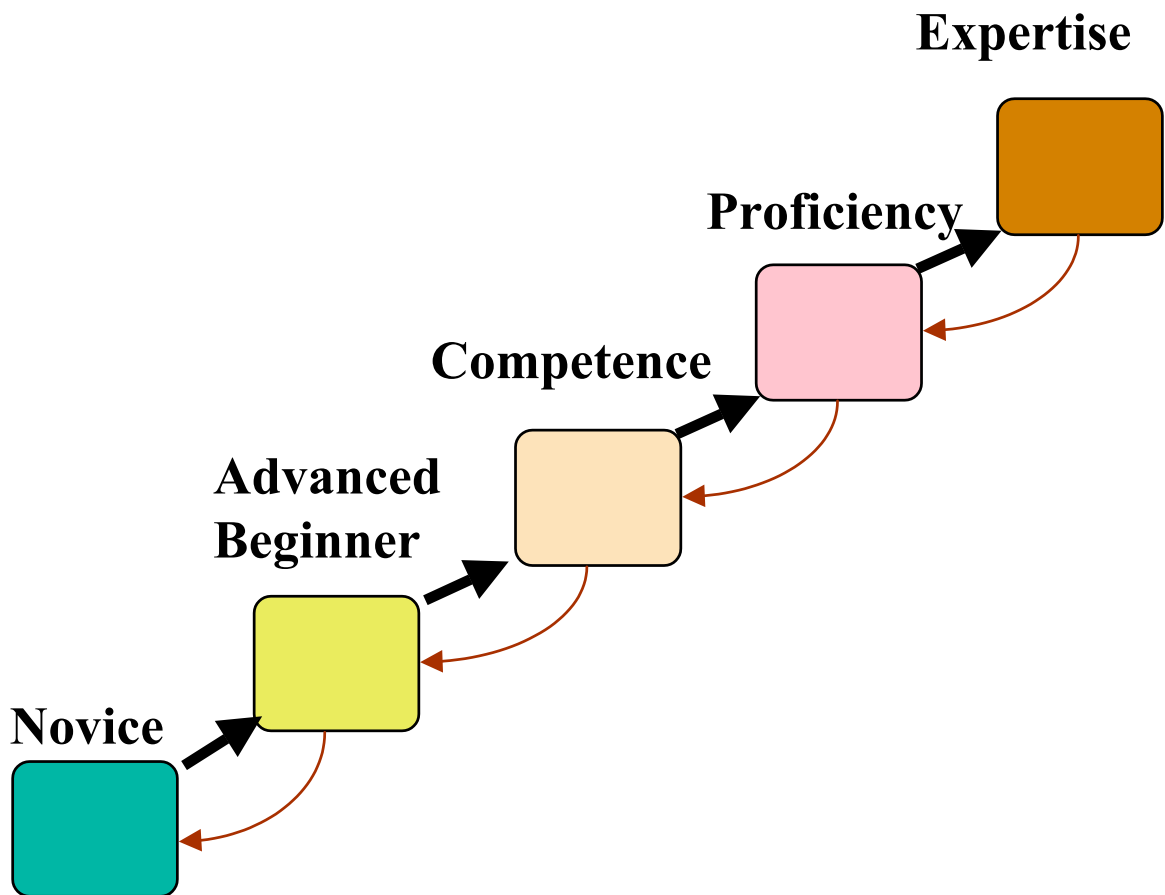
Organizational Transformation



Principles of Innovation

- ★ Seek Change
- ★ Gain the Vantage Point
- ★ Motivate Freedom
- ★ Delight People

Skill Development



Characteristics of Leadership

- ★ Introspective
- ★ Able to Live in the Question
- ★ Flexible
- ★ Receptive
- ★ Vulnerable
- ★ Open to Transformation
- ★ Holistic
- ★ Empathetic
- ★ Trusting
- ★ Worthy of Trust
- ★ Balanced
- ★ Useful

Communication & Conversation

Information

Different

Shared

Same

Same

Shared

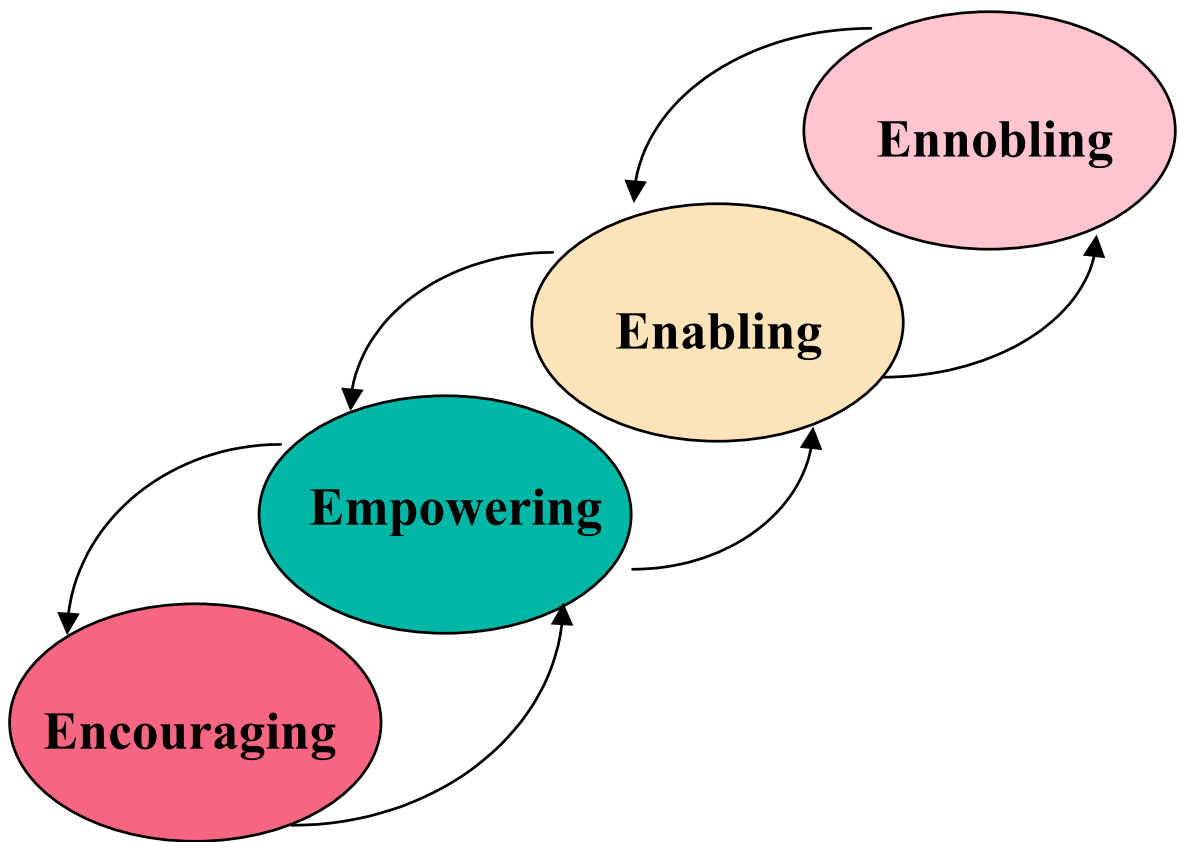
Different

Values

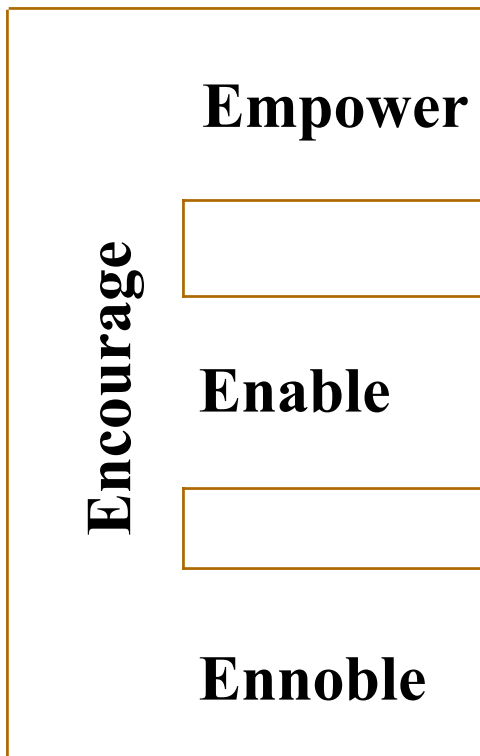
The Profile of a Leader

- ★ Authority is Derived
- ★ Control is Granted by Consent
- ★ Connections Provide Information
- ★ Charisma Emanates From Commitment
- ★ Motivation Transcends Self
- ★ Ethics Reflect Integrity
- ★ Responsibility Requires Responsiveness
- ★ Structure is Situational
- ★ Strategies are Values Based

Leading



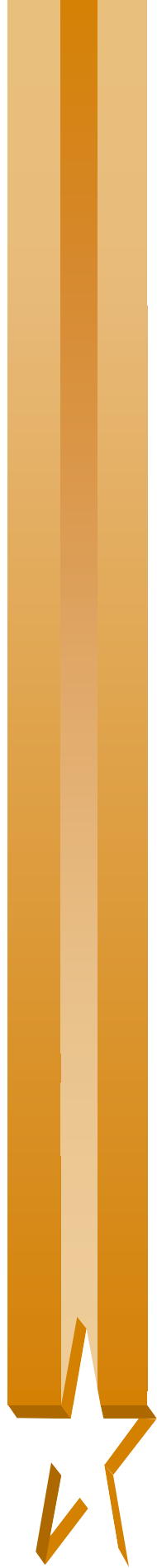
Leading



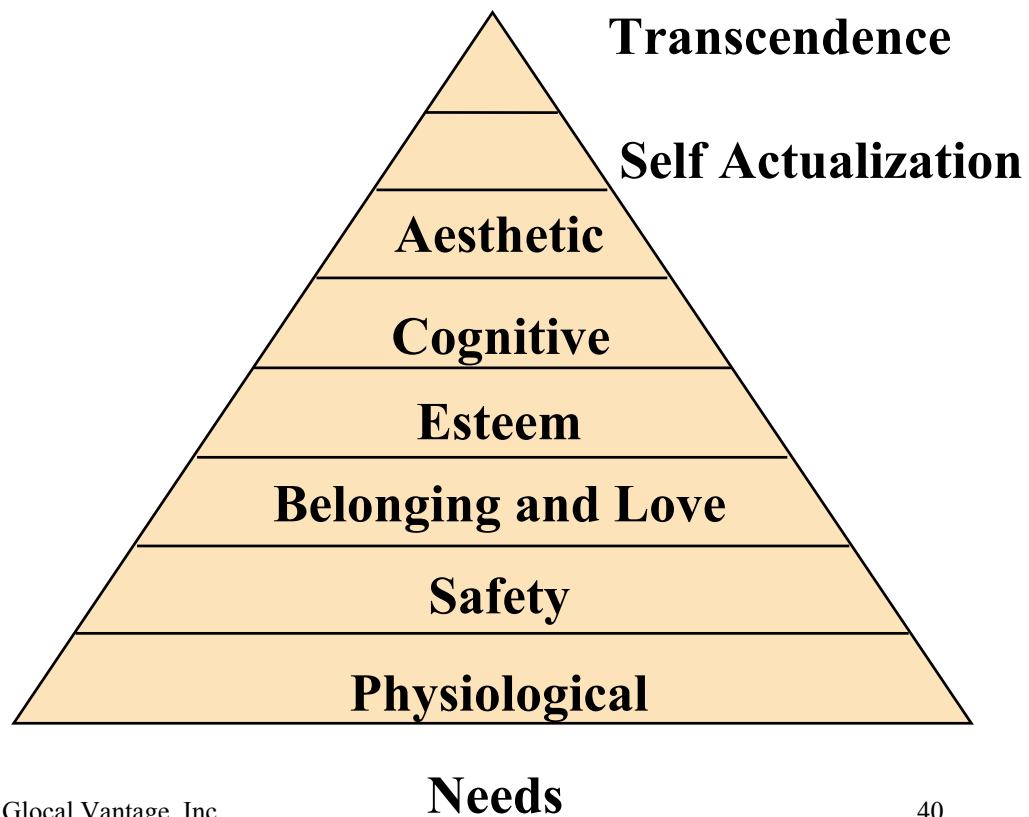
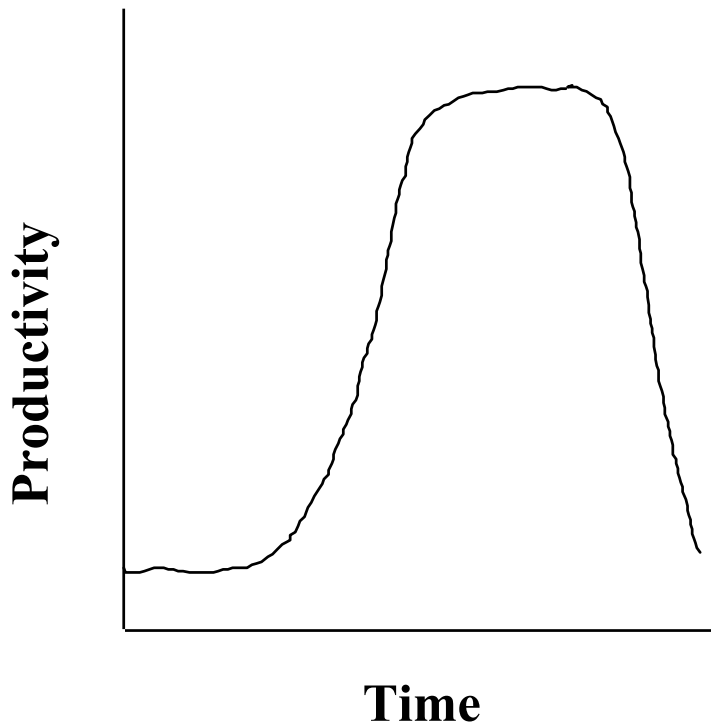
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Building Your Leadership Skills

- ★ Hone Your Perceptions
- ★ Develop Your Own Vitality
- ★ Enjoy the Adventure
- ★ Accept All Gifts
- ★ Encourage the Heroic Within
- ★ Be Affluent



Progress



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